

4/24/97

**AIRWAY FACILITIES SYSTEM MANAGEMENT OFFICES (SMO) OF THE
SUBJ: YEAR AWARD PROGRAM**

1. **PURPOSE.** This order establishes procedures at the regional and national levels for initiating, processing, and selecting the outstanding SMO of the year in each of the designated categories.
2. **DISTRIBUTION.** This order is distributed to the branch level in Airway Facilities in Washington; to the branch level in regional Airway Facilities divisions, and to Airway Facilities field offices with a standard distribution.
3. **CANCELLATION.** Order 3450.21H, Airway Facilities Sector of the Year Award Program, dated February 12, 1993, is canceled.
4. **BACKGROUND.** Each segment of the organization under the Director of Airway Facilities Service, AAF-1, is cognizant of the dedication, personal initiative, and high degree of responsible performance demonstrated by all SMO personnel in operating and maintaining the vast number of facilities and services which support the National Airspace System (NAS). This annual award program is established to recognize the most outstanding SMO in five distinct categories.
5. **EXPLANATION OF CHANGES.**
 - a. The change from 77 Airway Facilities sectors to 33 SMOs and the new emphasis on the team approach to management will now be reflected in the way we measure our performance. The national realignment which created the current 33 SMOs was modeled to create a general balance in the distribution of facilities. All SMOs generally contain elements which previously spanned the three main categories of competition. This allowed for elimination of the categories by facility composition. The new categories will permit four SMOs to be recognized each year which will create a more balanced opportunity for all SMOs to compete.
 - b. With the new categories, all the SMOs can be competitive in at least one category. At the discretion of AAF-1, the Distinguished SMO Award is retained to recognize special and/or unusual accomplishments. This provides for four, and possibly five, awards nationally. The goal of this approach is to minimize the subjective analysis and to replace it with reliance on statistical data. The national data for the winning SMOs will be published so that all the SMOs will be informed of their standing/ranking

6. **SCOPE.** The Airway Facilities SMO of the Year Award Program provides for national competition in four categories. Washington headquarters will determine each category winner. A SMO remaining intact for 6 months or more of the fiscal year may compete for SMO of the Year. Technical performance data for those nominated for SMO of the Year will include the date of realignment from Airway Facilities (AF) sector to a SMO organization, or portions thereof, when a SMO change/consolidation takes place 6 months or more prior to the end of the fiscal year. The competition categories are:

- a. **Category 1.** National SMO of the Year Award for the best **Facility/ Service Performance**.
- b. **Category 2.** National SMO of the Year Award for the best **Human Resource Performance**.
- c. **Category 3.** National SMO of the Year Award for the best **Business Performance**.
- d. **Category 4.** National SMO of the Year Award for the best **Overall Performance**.
- e. **Category 5.** **OPTIONAL CATEGORY - AT THE DISCRETION OF AAF-1.** Nationally awarded to a SMO with the **Most Improved Facility/Service Performance**. Selection of the winner in this category will be at the discretion of AAF-1 after the other category winners are determined. Those SMOs receiving the national award in categories 1 through 4 will not be eligible for this award.

NOTE: For categories 1 through 4, rating and selection factors are defined in Appendix 1. Formulas are defined in Appendices 2 and 3. To be eligible for Category 4, the candidate must place in the top 30 percent in Facility/Service Performance Category.

7. **PROCEDURES AND RESPONSIBILITIES.** The procedures for submission and selection as well as responsibilities of each office are described below:

a. **Resources Management Division (AFZ) Responsibilities.**

- (1) By October 15, provide all regional AF Divisions with submission packages for each SMO. The SMO's Reliability/Availability/Outages statistical data will be provided as part of this package.
- (2) Evaluate the SMO nominations and inform AAF-1 of the ranking results for the selection of national winners for all categories. Using appropriate media, arrange for national publicity, regarding the winning SMOs, and initiate action to obtain plaques and personnel recognition certificates.
- (3) Announce national winners approximately February 10 of each year.
- (4) Coordinate the award presentation (plaques and personal certificates of recognition) with the regions of the winning SMOs.

(5) Announce and publicize relevant newsworthy facts to all regions.

b. Regional Responsibilities. Each regional AF Division shall:

(1) Forward completed SMO of the Year nomination packages under cover memorandum to Employee & Labor Relation Policy Division, AFZ-300, by December 10 each year. Use only the standard submission package for nominations and include no self-prepared charts, graphs, or pictures. This Order is designed to provide fair and equitable national competition; therefore, it is recommended that as many SMOs as possible submit a package for consideration.

(2) Announce and publicize relevant newsworthy facts at the appropriate localities as soon as possible after the national winners are determined.

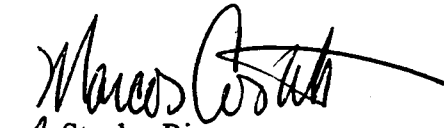
(3) Place proper documentation of the award in the official personnel folder of each SMO employee.

NOTE: This order does not prohibit any regional AF Division Manager from selecting their own regional SMO of the Year.

c. SMO Responsibilities.

(1) SMOs will submit their packages through their regional divisions by November 30 each year.

(2) Required format as follows: Microsoft Word, Font 10, Times New Roman.


for Stanley Rivers
Director of Airway Facilities

APPENDIX 1. RATING AND SELECTION FACTOR SUBMISSION

1. **PURPOSE.** This appendix identifies the rating period and selection factors required to submit nominations for National SMO of the Year. Regional submissions shall be made using only the standardized submission package provided by Washington headquarters.

2. **RATING PERIOD.** The performance rating period for this award program shall be on a fiscal year basis with the exception of Facility/Service Performance which will be September 1 through August 30.

3. **SELECTION FACTORS.**

a. Facility/Service Performance (Category 1). See Appendix 2 for formulas.

	<u>Category 4</u>		<u>Category 1</u>
(1) SMO Relative Reliability Percentage	20 pts	x 2	40 pts
(2) SMO Relative Availability Percentage	25 pts	x 2	50 pts
(3) SMO Unscheduled Outages	5 pts	x 2	10 pts
SUBTOTAL	50 pts		100 pts

b. Resource Management (Category 2). See Appendix 2 for formulas.

(1) Human Resource Programs.

(a) Training quota utilization (technical)

(b) Awards (SMO generated only; letters of commendation, employee suggestions, Superior Accomplishment Award (SAA), Quality With-In Grades (QWIG), Time Off)

(c) Minority/Female Staffing

POINTS:

<u>Category 4</u>		<u>Category 2</u>
15	x3.3	50

(2) Organization Support.

Prepare a brief narrative of no more than three pages that addresses achievements in the following major subgroups (a) through (d) below. Narratives should be expressed in quantitative and qualitative terms. A review panel under the direction of the AFZ-300 division will determine the point scores.

(a) Empowerment/Partnership (Employee Involvement (EI), Labor Management Relations (LMR))

APPENDIX 1. RATING AND SELECTION FACTOR SUBMISSION (CONTINUED)

- (b) Customer focus/Air Traffic Service (ATS) (managing the relationships)
- (c) Support of other organizations (other System Management Offices (SMOs), Facilities & Equipment (F&E), Regional Office (R.O.), National)
- (d) Safety Awareness/Hazmat Effectiveness (management of these programs)

	<u>Category 4</u>		<u>Category 2</u>
	15	x3.3	50
SUBTOTAL	<u>30 pts</u>		<u>100 pts</u>

c. Business Efficiency (Category 3). See Appendix 2 for formulas.

(1) Fiscal

- (a) Training (local schools, by-pass exams, training cost savings/alternatives)
- (b) Budget (operational spending plan; planned spending vs. actual)

POINTS:	<u>Category 4</u>		<u>Category 3</u>
	5	x5	25

(2) Workforce Utilization

- (a) Multidiscipline (as defined in GS-2101 classification standards; i.e., communications, navigational aids, automation, etc.)

POINTS:	<u>Category 4</u>		<u>Category 3</u>
	5	x5	25

(3) Staffing

- (a) See Appendix 2, Staffing Efficiency formula (SE 1).
- (b) Staffing vs. performance.

POINTS:	<u>Category 4</u>		<u>Category 3</u>
	5	x5	25

(4) Cost Saving Projects (Requires narrative form - no longer than three pages.).

- (a) Energy reduction (lighting, utilities, solar). Max. score 1.0.

APPENDIX 1. RATING AND SELECTION FACTOR SUBMISSION (CONTINUED)

(b) Automation usage (computers, software, telecommunication savings).
Max score 1.0.

(c) Special projects (F&E, SMO, etc.). Max score 3.0.

POINTS:	<u>Category 4</u>		<u>Category 3</u>
	5	x5	25
SUBTOTAL	<hr/> 20 pts		<hr/> 100 pts

APPENDIX 2. FORMULAS

The following procedures are needed in preparing submissions that require formulas.

1. Facility/Service Performance. See Appendix 3 for Leveling Factor (LF).

- a. **SMO RELATIVE RELIABILITY PERCENTAGE FORMULA:**

$$\frac{\text{Number of Facilities/Services at or above National Average}}{\text{Total Facilities/Services}} + \text{LF (if applicable)} = R$$

$$R \times 20 \text{ (maximum points)} = \text{SMO Reliability Score}$$

Example:

$$\frac{133 \text{ (total Fac./Services) above National Average}}{161 \text{ (Total Facilities/Services)}} = 0.826$$

$$\text{Points Earned } 0.826 \times 20 = 16.5 \text{ points}$$

- b. **SMO RELATIVE AVAILABILITY PERCENTAGE FORMULA:**

$$\frac{\text{Number of Facilities/Services at or above National Average}}{\text{Total Facilities/Services}} + \text{LF (if applicable)} = A$$

$$A \times 25 \text{ (maximum points)} = \text{SMO Availability Score}$$

Example:

$$\frac{133 \text{ (Total Facilities/Services) above National Average}}{161 \text{ (Total Facilities/Services)}} = 0.826$$

$$\text{Points Earned } 0.826 \times 25 = 20.65 \text{ points}$$

- c. **SMO UNSCHEDULED OUTAGE FORMULA:**

$$1 - \frac{\text{(Number of Full (80's) - LF outages)}}{\text{Total Number of Reportable Facilities/Services}} = \text{UO}$$

NOTE: LF outages - outages used to justify LF and approved by AAF-1.

$$\text{UO} \times 5 \text{ (maximum points)} = \text{SMO Unscheduled Outage Score}$$

APPENDIX 2. FORMULAS (CONTINUED)

Example:

$$1 - \frac{(125)}{525} = .76 \quad \text{Points Earned: } .76 \times 5 \text{ (max. pts.)} = 3.8$$

2. Resource Management.

a. Human Resource Programs.

(1) Training Quota Utilization (max. 5 pts.)

$$\frac{\text{Quota Used}}{\text{Quota Authorized}} \times 5 = \text{Training Utilization}$$

(2) Awards (max. 5 pts.)

$$\frac{\text{Awards} \times 3}{\text{On-Board Employees}} \times 5 = \text{Awards}$$

Awards Scoring Table:

SAA/QWIG = 1 pt for each awarded

Suggestions = 1 pt for each adopted employee suggestion

Time Off = .25 pt for each 8 hours off

Letter of Commendation = .25 pt for each LOC

(3) Minority/Female Staffing. This factor is used to describe the minority/female staffing representation and will consider the change in ratio of minority/female staffing to total available staffing. The following is to be provided:

(a) End-of year staffing figures in the following categories for the previous and current fiscal years should be provided in the submission package. Consider the following:

- 1 Black Women
- 2 Black Men
- 3 Hispanic Women
- 4 Hispanic Men
- 5 Asian Pacific/Islander Women
- 6 Asian Pacific/Islander Men
- 7 Alaskan Native/American Indian Women
- 8 Alaskan Native/American Indian Men
- 9 White Women
- 10 Total

APPENDIX 2. FORMULAS (CONTINUED)

(b) The total available staffing figures (include developmentals) for the previous and current fiscal years should be provided in the appropriate blocks of the submission package.

(c) A maximum of 5 points can be attained for this factor and will be determined based on an overall 3-percent increase of minority/female staffing. Perform the following calculations and determine points according to the table which follows:

$$\frac{\text{Total minority/female staffing previous year}}{\text{Total available staffing previous year}} = \text{ratio 1}$$

$$\frac{\text{Total minority/female staffing current year}}{\text{Total available staffing current year}} = \text{ratio 2}$$

$$\text{Points earned} = \text{ratio 2} - \text{ratio 1} = \text{points}$$

<u>Minority/Female Increase</u>	<u>Points</u>
3.0% and above	5.0
2.75 - 2.99%	4.5
2.50 - 2.74%	4.0
2.25 - 2.49%	3.5
2.00 - 2.24%	3.0
1.75 - 1.99%	2.5
1.50 - 1.74%	2.0
1.25 - 1.49%	1.5
1.00 - 1.24%	1.0
below 1.00%	0

Example:

	<u>Previous Year</u>	<u>Current Year</u>
Minority/Female	17	19
Available Staffing	97	96

$$\text{Ratio 1} = 17/97 = .175$$

$$\text{Ratio 2} = 19/96 = .198$$

$$\text{Points earned} = .198 - .175 = .023 \times 100 = 2.30\% = 3.5 \text{ points}$$

3. Business Efficiency.**a. Fiscal.****(1) TRAINING FORMULA: (max. 2.5 pts.)**

APPENDIX 2. FORMULAS (CONTINUED)

Total course hours or cost savings through alternate means = TS
(e.g. local schools, by-pass exams, directed study, etc.)

Total resident course hours or cost. = TR

$$1 - \frac{(TR - TS)}{TR + TS} \times 2.5 = \text{Training Efficiency (TE)}$$

TS = Total Alternate Course Hours or Cost

TR = Total Resident Course Hours or Cost

(2) BUDGET FORMULA: (max. 2.5 pts.)

D = Absolute difference in allocation and expenditures (ignore sign)

A = Allocation

R = Relative Reliability

$$\frac{A - D}{A} \times R \times 2.5 = \text{Budget Efficiency (BE)}$$

b. Workforce Utilization (max. 5 pts.).

(Multidiscipline - Number of employees with certification authority in multiple disciplines)

MULTIDISCIPLINE EFFICIENCY FORMULA:

TD = Total number of multidiscipline ATSSs

Number of ATSSs with 3 disciplines $\times .5 = D1$

Number of ATSSs with 4 disciplines $\times 1.00 = D2$

Number of ATSSs with 5 or more disciplines $\times 2.00 = D3$

$$\frac{D1 + D2 + D3}{TD} \times 5 = \text{Multidiscipline Efficiency (MDE)}$$

c. Staffing (max. 5 pts.)

STAFFING EFFICIENCY FORMULA: (12 month average)

$$S = \frac{\text{Total SMO Ceiling Positions}}{\text{Total Journeyman Level}}$$

$$S \times 2.5 = \text{Staffing Efficiency (SE 1)}$$

APPENDIX 2. FORMULAS (CONTINUED)

R = Relative Reliability (see para. 1A)

A = Relative Availability (see para. 1B)

$$\frac{(S \times A) + (S \times R)}{2} \times 2.5 = \text{Staffing Efficiency (SE 2)}$$

$$\text{SE 1} + \text{SE 2} = \text{Staffing Efficiency } \underline{\hspace{2cm}}$$

d. Cost Saving Projects**(1) ENERGY REDUCTION FORMULA:**

Provide a brief description of each energy savings project with actual savings.
Show calculations. (Max. score 1.0)

$$K = 10,000$$

$$\frac{\text{Total Dollar Savings}}{K} = \text{Energy Reduction (ER)}$$

(2) AUTOMATION USAGE FORMULA:

Provide a brief description of each automation project with actual cost savings.
Show calculations. (Max. score 1.0)

$$K = 5,000$$

$$\frac{\text{Total Dollar Savings}}{K} = \text{Automation Usage (AU)}$$

(3) SPECIAL PROJECTS FORMULA:

Provide a brief description for each special project with actual cost savings.
Show calculations. (Max. score 3.0)

$$K = 100,000$$

$$\frac{\text{Total Dollar Savings}}{K} = \text{Special Projects Savings (SPS)}$$

APPENDIX 3. LEVELING FACTOR FOR UNUSUAL MAINTENANCE SITUATIONS

1. **PURPOSE.** This appendix describes the Leveling Factor (LF) which is intended to compensate SMOs for truly unusual circumstances that are clearly beyond the SMO's capability to correct. This option will be used only when there is a significant impact to the overall services provided by the SMO and will be totally at the discretion of AAF-1.

2. EXPLANATION OF LEVELING FACTOR.

a. To compensate for special circumstances, a SMO can appeal to AAF-1 by letter describing the special circumstances. AAF-1 may grant the SMO leveling points to bring the **SMO's STARTING RELATIVE RELIABILITY/AVAILABILITY UP TO THE NATIONAL AVERAGE.**

Example: Due to unusual weather conditions at a specific geographic location and/or remoteness of facilities, the number of weather-caused outages causes the SMO to fall below the national average annually.

Leveling Factor Example:

3-year running SMO relative reliability average = 60%

National relative reliability average for current year = 70%

Leveling points would equal $70\% - 60\% = 10\%$

b. The 10 percent then can be added to the relative reliability figure used by the SMO for calculation of rating. To receive leveling point credit, the SMO must show statistical data in the writeup in support of the request; i.e., number of weather caused outages and calculations as to the average percent of impact to the relative reliability. This could also be applied to natural disasters; i.e., hurricanes, earthquakes, floods, etc.

